

# ***Business Continuity Planning Workshop***

*State of Arizona  
Department of Administration*

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## Introduction

This document describes a methodology to assist state agencies in developing a comprehensive Business Continuity Plan that will ensure the continuation of core processes with the occurrence of unforeseen circumstances.

Prior to developing a Business Continuity Plan (BCP) an agency must first identify the "subject knowledge experts" available within the organization. Instruct them to read through this entire document to gain a better understanding of the key components necessary in developing a plan. It is recommended that these employees be empowered by management to make high-level decisions on behalf of the agency. These individuals are usually managers that are at a level from which they oversee one or more of the agency's core processes, also known as business services. The level and title of these managers will vary from division to division.

This document is organized as follows:

- A ***Background*** on the standards and policies that describe the urgency of continuity planning.
- The ***Scope***.
- ***Business Impact Analysis (BIA)*** - the process for determining the acceptable level of impact to your agency by core business process and function. This methodology is heavily weighted on the impact to customers resulting from the loss of your agency core processes and functions.
- ***Strategy and Plan Development*** - the process for identifying detailed resource requirements and developing alternatives for each business process.
- ***Program Implementation*** - the process for training, testing/implementing and updating the Business Continuity Plan and identifying strategies to completing a comprehensive Business Continuity Program within an agency.
- ***Business Continuity Plan Template*** - a series of forms for use in collection and documentation of the core processes identified by your agency. Additionally, if an existing business continuity plan exists these forms will be helpful in identifying any gaps that need addressing.
- ***Glossary*** - A collection of common terminology and definitions.

## **Considerations**

The kickoff meeting should include the agency leadership members; it may also be useful to include those who have first hand knowledge of core processes in this meeting. Describe the project's goals and its importance to the ongoing continuity of your agency. Answer any questions and clearly define the roles and responsibilities of each participant.

## Background

For most agencies, services to their customers and/or the public would effectively cease if the core processes supported by key support systems were inaccessible for an unacceptable period of time. In some cases, the failure or inaccessibility of a critical core business process may immediately jeopardize public health and safety. Each agency should establish risk management and disaster recovery planning processes for identifying, assessing, and responding to the risks associated with loss of ability to execute its core processes. To adequately address the agency's requirements for recovery, plans for such recovery should be developed as a part of an agency-wide Business Continuity Program.

## Scope

This document is intended to provide guidance and assistance for all agencies in the development, implementation and maintenance of a business continuity program.

## Business Impact Analysis

### Definition

The *Business Impact Analysis (BIA)* identifies the operational (qualitative) and financial (quantitative) impact of an inoperable or inaccessible core process on an agency's ability to conduct its critical business processes. The *BIA* provides the basis for formulating your agency's strategies into the Business Continuity Plan (BCP) Template. This assessment guides the selection of recovery strategies that may be employed to restore operations within the required time frames. An agency-wide operational impact assessment is required to develop and implement an appropriate business continuity program and determine the effects on the public caused by a loss of ability to continue core business processes.

Information regarding the effect of having to recover from an emergency situation is collected through interviews with the managers of core processes. This information is analyzed and a business analysis, operational impact analysis, and financial impact analysis (where appropriate) are developed for each core business process.

- The *Business Analysis* identifies and describes critical, essential and administrative core processes, and the high-level resources that support these functions. It also describes the public and customers served by these functions. This analysis enables us to confirm the managers' description of their operations and highlight functional inter-dependencies and single points of failure.

## Core Business Processes (also known as Business Services)

Identify the core processes performed by the agency, and understand the flow of information, materials, and services through these core processes.

Considerations for the operational and financial impacts to recover from situations that have disrupted core business processes of an agency must be identified. This includes a detailed description of the effects on all customers served by each core process.

For each core process, define the *Maximum Acceptable Outage (MAO)*; the point at which resource and functional support should be restored. Describe the financial impact for an outage of the duration suggested by each function's assigned MAO, and decide whether that level of financial impact is acceptable or if the MAO should be adjusted to reflect different recovery timeframes than the MAO, which was originally assigned to the function.

An agency must then categorize each of the core business processes into one of three different functions:

- **Critical Functions:** functions which have a direct and immediate affect on the general public in terms of the loss of life, personal injury, loss of property, and/or the ability of government to maintain direction and control. The loss of a critical function may either result in such losses or inhibit government's ability to preclude or minimize such losses. Most State agencies will not have "critical functions."
- **Essential Functions:** functions, which provide necessary government services to the public which, are not deemed "critical functions."
- **Administrative Functions:** functions which relate to the internal control, management and administration of a government agency supporting its ability to perform business functions, e.g., training, payroll, personnel services, facility maintenance, etc.

## **Business Analysis Activity**

### **Components**

Identify core processes within each division.

Understand and describe the high-level flow of information, goods, and services through these core processes.

Understand and document the customers served by each core process.

Gain confirmation of a “shared understanding” of the division to ensure that the remaining analyses are appropriately focused.

### **Approach**

The high-level approach to the Business Analysis consists of gathering information about core processes, documenting business flows, identifying customers, and gaining confirmation of the information.

Most agencies are structured along functional boundaries (e.g.: Accounting, Information Technology, etc.) and the core processes within those units (e.g.: Payroll, Accounting, etc.). In reality, however, an agency’s business is conducted through one or more business processes. A business process describes a set of recurring activities - a flow of information and/or materials - that produce something of value for a customer. A process may cut across multiple divisions, and usually contains several functions. These processes are not always readily apparent. It is more straightforward to analyze the agency in terms of the core processes performed. Each agency may perform one or more core processes; it is critical to understand the relationships between those core processes and the end customer in order to analyze the impact of an interruption of a given function. The specific approach to understanding these core processes and business flows is:

- Review relevant documentation (e.g., critical success factors, strategic plans, budgets, performance measurements, IT Plans, Y2K documentation, division goals, organizational charts, etc.) to build an understanding of organizational purpose and structure.
- Conduct interviews with the agency leadership members to collect information on their “first-hand” perspectives on how your agency operates. It is important to note that these interviews will serve as data-gathering opportunities for all three steps of the *BIA*. In other words, a manager should be interviewed only once; in this interview, all information should be gathered for the Business Analysis.
- Compile the results of your interviews in the form of business flows. These flows should describe each core process and the flow of information, services, or goods into and out of the process to include the customer.

- Develop descriptions of support functions. Some functions within your agency may perform important roles, which contribute indirectly to your agency's ability to implement its assigned programs. These can be classified as support functions. For example, every division should have a facility in which to operate, but it would be difficult to describe the specific ways.
- Develop a matrix (or another document) which describes the relationship of the core processes identified to the organizational structure of the agency.
- Confirm understanding of the agency, its core processes, and its business flows with appropriate management through review of the descriptions of the core processes performed. Much of this confirmation may be accomplished as the materials are developed.

## **Data Collection**

The following information sources should be considered in the business analysis:

Information regarding core processes performed, inputs and outputs of those core processes, and the customers of these outputs gathered through interviews with process managers.

Documentation regarding the agency's objectives (programs implemented), core processes performed, organizational structure, and the flow of information, goods, and services through your agency to the end customer.

## **Resources**

To conduct the Business Analysis, you will rely primarily on the availability of process managers for participation in interviews and validation meetings. These managers should be at a level from which they oversee one or more core processes - not simply activities or tasks. The level and title of these managers will vary from division to division.

## **Decision Points**

As the documentation of the core processes performed by each division is completed, they should be reviewed and confirmed with appropriate management. Any necessary corrections should be made to ensure that the final deliverables represent a shared understanding of how the division accomplishes its goals and delivers its services/products to the customer.

## **Deliverables**

A matrix or other document, which relates the core processes, identifies the function of each process and aligns to the organizational structure of the agency needs to be developed.

A depiction of the business flows for all non-support core processes needs to be identified and these depictions may be pictorial or descriptive, and should highlight:

- The impact on the public



- Relationships between core processes, support functions, and business units
- Single points of reliance
- Support service reliances
- Interdependency/interactivity of core processes

# Strategy and Plan Development

## Definition

Continuity strategy development is the process of determining the high-level approach, which the agency, board or commission will use to address its Business Continuity Planning needs. The objectives are to identify alternatives for specific continuity requirements, evaluate those alternatives, and recommend a business continuity strategy for management's approval.

The *Strategy Development* builds upon the MAO's identified for each core process in the *BIA* by defining the specific resources necessary for the performance of that process, and setting a recommended strategy for the recovery of those resources in an outage. Then these strategies are thoroughly documented, recorded (e.g. Business Continuity Plan (BCP) Template) and compiled into a comprehensive plan for the agency. This is a critical decision-making step in the development of a Business Continuity Program, because this analysis provides the specific guidelines by which the program will be implemented.

The *Plan Development* builds upon the strategies selected for each of the agency's core business processes. The *Plan Development* is required for each of the following four phases:

- **Response:** the reaction(s) to an incident or emergency in order to assess the level of containment and control required activities.
- **Resumption:** the process of planning for an/or implementing the recovery of critical business operations immediately following an interruption or disaster.
- **Recovery:** the process of planning for and /or implementing recovery of less time sensitive business operations and processes after critical business process functions have resumed.
- **Restoration:** the process of planning for and/or implementing full-scale business operations, which allow the organization to return to a normal service level.

## Getting Started

First, identify the individual(s) who will be responsible for the development and implementation of the agency's Business Continuity Plan. It is recommended that these employees be empowered by management to make high-level decisions on behalf of the agency. It is preferable to designate one or more of the agency's top-level managers for this responsibility.

Next, identify team members to work with this individual. All team members must have the training and the ability to perform these duties, and each member should have an alternate who is equally qualified. Team members should include the individual or individuals that will be responsible for overseeing the activation of the continuity plans in response to an event.

Each subset of the Business Continuity Plan should be assigned an appropriately sized team, with a clearly identified, responsible, leader, and alternate leader. If your agency is relatively small, these teams may only include a few individuals; if your agency operates in many, large facilities, the teams may need to include many personnel, organized into sub-teams by building and floor.

Representatives of each team should develop the procedures for each subset. As the procedures are developed, they should be organized into a logical order, and grouped, if necessary, by any specific scenarios to which they may pertain. For example, some emergency response procedures may apply in a major natural disaster, but not in a “routine” power outage.

To develop a Business Continuity Plan, it is first imperative to understand the scope of these plans. The scope will be determined based on the agency’s priorities and size, and based on the level of detail addressed by the procedures developed for business and infrastructure continuity. These plans should be written at a level of detail, which will permit the designated continuity team to accurately implement them with little additional guidance in an emergency situation. Contingency management plans may include:

- Business continuity policy
- Emergency response (Response Phase)
- Emergency evacuation
- Damage impact assessment
- Disaster declaration and escalation
- Command center activation
- Personnel notification procedures
- Resumption of normal operations
- Physical and security assessments
- Administration
  - Media management
  - Employee crisis management
  - Vendor communications management
  - Client communications management
  - Salvage operations
  - Travel coordination
  - Recovery expense control and reporting

- Plan exercise project management
- Plan maintenance management

The following information sources should be considered in the development of your Business Continuity Plan:

- Agency and program missions, descriptions and core business processes.
- Position descriptions, activity instructions, or other existing internal documentation, which may describe similar procedures to those being developed.
- Sample procedures from Federal & State documents, as well as from industry publications such as:
  - ✓ *SP 800-34 Contingency Planning Guide for Information Technology Systems, June 2002* - [csrc.nist.gov/publications/nistpubs/index.html](http://csrc.nist.gov/publications/nistpubs/index.html)
  - ✓ *Contingency Planning & Management* - [www.contingencyplanning.com](http://www.contingencyplanning.com) ,
  - ✓ *Disaster Recovery Journal* - [www.drj.com](http://www.drj.com),
  - ✓ *Disaster Resource Guide* - [www.disaster-resource.com](http://www.disaster-resource.com)

## **Requirements for "Response" Phase**

At minimum, an agency must list those responsible and authorized for actions taken during a declared disaster, including those that will communicate with the media.

## **Requirements for "Resumption, Recovery and Restoration" Phases**

Based on the information defined in the Business Process Requirements final decisions on alternative strategies need to be selected for each phase that will meet the MAO's established in the *BIA*. In addition to cost, advantages and disadvantages should be discussed for each alternative strategy. These alternatives may include contracted services from an outside vendor, internal operational changes, or reciprocal arrangements with other departments or agencies.

Where appropriate, it may be necessary to develop vendor requests for proposals (RFP's) for alternate facilities and/or services. These RFP's are submitted to the vendors in a form that will allow for standardized categorization of responses. Recovery alternatives (including proposal responses received) are analyzed in relation to predetermined criteria and a documented summary of the analysis is developed. The basis for the identification of recovery alternatives is to be able to select a strategy that best fits the needs of the organization. The agreed upon strategy will most likely be a combination of recovery alternatives for each type of resource group identified.

When you have completed defining the strategy alternatives and selected the preferred and cost effective method you will have as a deliverable an analysis of recovery techniques to be incorporated into each of the following

## **Considerations for Selecting Alternate Strategies**

In developing alternatives the following should be considered:

- Alternate procedures
- Ability to process manually
- Suspending the function for some period of time
- Mitigation of insurance
- Outsourcing and vendor services for hot/warm processing site, temporary personnel agencies, cellular phone rental, etc.
- Process re-design
- Single points of failure
- Ability to re-create information

- Back-up vs. replication
- Business cycles
- Linkage with other alternatives
- Work schedule modification to maximize resource use
- Internal resource capability
- The option to “do nothing”

## **Plan Requirements**

There are standard requirements for state agency Business Continuity Plans. At minimum the following steps describe the necessary components to a comprehensive plan.

### **Agency Identification**

The agency name, address, and primary and secondary contact information for the Business Continuity Plan must be identified.

### **Summary of Areas of Responsibility**

The agency needs to identify and provide a summary list of those individuals ultimately responsible for the BIA. This list should include a Primary and Secondary person that has the authority to declare an agency disaster and put the plan into motion. Also, a media spokes person, all agency Team Leaders and alternates responsible for restoring processes, and other related contacts need to be included.

### **Summary of Business Process**

All critical, essential and administrative core business processes need to be compiled in priority order.

### **Define Business Process Requirements**

For each of core business processes identified, strategies to accomplish each of the four phases (Response, Resumption, Recovery and Restoration) need to be selected. The following information must be identified for each business process:

- Process information
- Business information and documents
- Process tasks (steps needing to be accomplished within each phase - Response to Restoration)
- Process Call Tree
- Internal agency dependencies

- External dependencies
- External contacts
- Customer contacts
- Response/recovery team personnel
- Business equipment and supplies
- Information technology applications
- Information technology server/hardware
- Information technology telecommunications
- Alternate sites
- Any other detailed information on the business process deemed necessary for successful restoration of service

# **Program Implementation**

## **Definition**

Business Continuity Plans are only a part of the Business Continuity Program. The BCP is a living document and agencies need to ensure that their plans are constantly reviewed for accuracy and updated on a regular basis. In addition, it is critical that training, testing and evaluation of the plan are conducted on a regular basis to determine if changes are required.

However, agencies must also complete the following operational activities to ensure a comprehensive Business Continuity Program exists within their agency:

- Completion of Emergency Response Plan, Information Technology Vulnerability Survey, a physical security gap analysis, and plans to close any identified security gaps.
- Identify new or modified operating procedures to increase continuity.
- Review and modification of data backup and off-site storage procedures.
- New or modified restoration procedures.
- Development of alternate procedures for use during a disaster.
- Negotiating and implementing contracts and other provisions as needed.
- The development of internal alternate facilities and equipment.
- Documenting infrastructure procedures (e.g. developing step-by-step recovery scripts, which guide an employee through the procedures necessary to recover the service, resource, or system).
- Standards, forms, and guidelines for standard procurement procedures, available from your agency's procurement group or the State Procurement Office.
- Information re-creation procedures. Procedures to re-create or re-capture information that may be lost during a disaster (records, recent transactions, work in progress).
- Detailed team definition and procedures including responsibilities and time line oriented task definitions.
- Organizational information (procedures, organizational charts, etc.) which reflects any organizational changes implemented.
- Position descriptions, activity instructions, or other existing internal documentation.



# Appendix A - Business Continuity Plan Template

*(You may copy each form, where applicable, as many times as necessary to document your core business processes also known as business services.)*

## 1 - Agency Identification

<b>Agency Name:</b>	1
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### Agency Contact Information

<b>First Name:</b>	2	<b>Last Name:</b>	3
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<b>Title:</b>	4
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<b>Business Address:</b>	5
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<b>City:</b>	6	<b>State:</b>	7	<b>ZIP:</b>	8
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<b>Work E-mail:</b>	9
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<b>Work Phone:</b>	10
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<b>Cell Phone:</b>	11	<b>Pager:</b>	12
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<b>Agency Mission Statement:</b>	13
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<b>Agency Goals and Objectives:</b>	14
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## **2 - Summary of Areas of Responsibility**

This section provides a summary list of those responsible and authorized for actions taken during a declared disaster, including those that will communicate with the media. This list should include Team Leaders responsible for restoring processes but should not include other team members or contacts. Ensure that the full details for these people are filled out on the Recovery Personnel Form.

<b>Name</b>	<b>Responsibility/Authorization</b>	<b>Home Phone</b>	<b>Work Phone</b>
<b>15</b>	Primary--Declare an Agency Disaster		
<b>16</b>	Secondary—Declare and Agency Disaster		
<b>17</b>	Media Spokes Person		
<b>18</b>	Team XXX Leader <b>19</b>	<b>20</b>	<b>21</b>

### 3 - Summary of Business Processes

Identify each core business process by type: Critical, Essential, or Administrative

[illegible]

\*“**CRITICAL FUNCTIONS**” are functions which have a direct and immediate affect on the general public in terms of the loss of life, personal injury, loss of property, and/or the ability of government to maintain direction and control. The loss of a critical function may either result in such losses or inhibit government’s ability to preclude or minimize such losses. Most State agencies will not have “critical functions.”

“**ESSENTIAL FUNCTIONS**” are functions, which provide government services to the public, which are not deemed “critical functions.”

“**ADMINISTRATIVE FUNCTIONS**” are functions, which relate to the internal control, management, and administration of a government agency supporting its ability to perform operational functions, e.g., training, payroll, personnel services, facility maintenance, etc.

## 4 - Business Process Information

Complete this form for each process and/or function your group performs during normal operations or would need to perform because of a prolonged outage.

<b>Process Name:</b>	24				
<b>*Phase:</b>	25				
Choices: Response, Resumption, Recovery, and Restoration					
<b>Team Name:</b>	26				
<b>**Process Rating:</b>	27				
* Choices: Critical, Essential, and Administrative					
<b>Priority Sequence:</b>	28				
Choices: 1, 2, 3, 4, etc.					
<b>Process Category:</b>	29				
Choice: TBD					
<b>***Frequency:</b>	30	<b>Backup:</b>	31		
Choice: Yes or No					
<b>****MAO:</b>	32	<b>*****RTO:</b>	33		
Please provide time with unit of measure.			Please provide time with unit of measure.		
<b>Insurance Coverage:</b>	34	<b>Dollar Amount:</b>	35		
Choice: Yes, No or N/A					
<b>Minimum Number of Employees:</b>	36	<b>Dollars Invested for Resumption:</b>	37	<b>Dollars Necessary During Resumption:</b>	38

**\*Phase:**

**Response:** the reaction(s) to an incident or emergency in order to assess the level of containment and control required activities.

**Resumption:** the process of planning for an/or implementing the recovery of critical business operations immediately following an interruption or disaster.

**Recovery:** the process of planning for and /or implementing recovery of less time sensitive business operations and processes after critical business process functions have resumed.

**Restoration:** the process of planning for and/or implementing full-scale business operations, which allow the organization to return to a normal service level.

**\*\*Process Rating:**

**Critical:** are functions which have a direct and immediate affect on the general public in terms of the loss of life, personal injury, loss of property, and/or the ability of government to maintain direction and control. The loss of a critical function may either result in such losses or inhibit government's ability to preclude or minimize such losses. Most State agencies will not have "critical functions."

**Essential:** are functions that provide necessary government services to the public which are not deemed "critical functions."

**Administrative:** are functions which relate to the internal control, management and administration of a government agency supporting its ability to perform operational functions, e.g., training, payroll, personnel services, facility maintenance, etc.

**\*\*\*Frequency:** Daily, Weekly, Bi-Weekly, Semi-Monthly, Monthly, Quarterly, Semi-Annually, Annually, On Demand, Variable

**\*\*\*\*MAO (Maximum Allowable Outage):** the amount of time the process can be out without causing harm to agency or customers.

**\*\*\*\*\*RTO (Return to Operation):** the amount of time in which it takes to restore the process.

## 5 - Business Information and Documents

Complete a form for each document, data set, hard copy file, manual, and other information you need to recover or perform your processes/functions.

<b>Process Name:</b>	<b>39</b>
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<b>Information Name:</b>	<b>40</b>
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<b>Information Description:</b>	<b>41</b>
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<b>Process Name or Support Function:</b>	<b>42</b>
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<b>Media Type:</b>	<b>43</b>
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Choice: Paper File, Computer Report, Data Backup, Manual, Fiche, Form, Currency, Stamps, Other

<b>Information Type Sensitivity:</b>	<b>44</b>
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Choice: Public, Sensitive, or Confidential also include applicable Arizona Revised Statute

<b>Original Source:</b>	<b>45</b>	<b>Alternative Source:</b>	<b>46</b>
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<b>Backed Up:</b>	<b>47</b>	<b>Archived:</b>	<b>48</b>
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Choice: Yes or No

<b>Back Up Location:</b>	<b>49</b>
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<b>Last Update:</b>	<b>50</b>	<b>Next Update:</b>	<b>51</b>
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## 6 - Process Tasks

Please indicate all the steps necessary for restoration for each critical, essential and administrative process.

<b>Process Name:</b>	<b>52</b>
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[illegible]

## 7 - Process Call Tree

Complete the form for each process.

<b>Process Name:</b>	<b>56</b>
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<b>Initiator:</b>	<i>57</i>
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[illegible]

## 8 - Internal Agency Dependencies

Identify internal agency dependencies in which this process is dependent and briefly describe the dependency. Also, identify contact name and number for that other Division or Sub-organization.

<b>Process Name:</b>	61
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[illegible]



## 9 - External Dependencies

Identify outside agencies or organization in which this process is dependent and briefly describe the dependency.

<b>Process Name:</b>	<b>66</b>
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[illegible]

## 10 - External Contacts

Complete a form for each vendor, business partner or other external contact that you must contact (either to notify them or to request assistance) in case of a prolonged outage of the indicated process.

<b>Process Name:</b>	71
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### General

<b>Business Name:</b>	72
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<b>Address:</b>	73
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<b>City:</b>	74	<b>State:</b>	75	<b>ZIP:</b>	76
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<b>Phone:</b>	77	<b>FAX:</b>	78
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### Primary Contact

<b>First Name:</b>	79	<b>Last Name:</b>	80
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<b>Title:</b>	81
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<b>Home Address:</b>	82
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<b>City:</b>	83	<b>State:</b>	84	<b>ZIP:</b>	85
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<b>Home E-mail:</b>	86	<b>Work E-mail:</b>	87
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<b>Home Phone:</b>	88	<b>Work Phone:</b>	89
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<b>Cell Phone:</b>	90	<b>Pager:</b>	91
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### Service Information:

<b>Purchase Order #:</b>	92
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<b>Product/Service:</b>	93
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<b>Emergency Lead Time:</b>	94	<b>Normal Lead Time:</b>	95
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<b>Disaster Recovery Agreements:</b>	96
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<b>Alternative Vendor:</b>	97
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<b>Notes:</b>	98
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## 11 - Customer Contact

Complete a form for each customer of the indicated process that you must contact in case of a prolonged outage.

<b>Process Name:</b>	99
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### General

<b>Customer Name:</b>	100
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<b>Address:</b>	101
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<b>City:</b>	102	<b>State:</b>	103	<b>ZIP:</b>	104
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<b>Phone:</b>	105	<b>FAX:</b>	106
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### Primary Contact

<b>First Name:</b>	107	<b>Last Name:</b>	108
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<b>Title:</b>	109
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<b>Home Address:</b>	110
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<b>City:</b>	111	<b>State:</b>	112	<b>ZIP:</b>	113
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<b>Home E-mail:</b>	114	<b>Work E-mail:</b>	115
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<b>Home Phone:</b>	116	<b>Work Phone:</b>	117
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<b>Cell Phone:</b>	118	<b>Pager:</b>	119
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### Services Provided to Customer:

<b>SLA/IGA or Agreement #:</b>	120
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<b>Product/Service:</b>	121
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<b>Emergency Lead Time:</b>	122	<b>Normal Lead Time:</b>	123
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<b>Disaster Recovery Agreements:</b>	124
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<b>Notes:</b>	125
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## 12 - Response/Recovery Team Personnel

Complete a form for each person on the team.

<b>Process Name:</b>	126
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<b>Team Name:</b>	127
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<b>Team Member Position:</b>	128
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Choice: Leader, Alternative Leader, and Member

<b>Employee ID:</b>	129
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<b>First Name:</b>	130	<b>Last Name:</b>	131
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<b>Title:</b>	132
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<b>Home Address:</b>	133
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<b>City:</b>	134	<b>State:</b>	135	<b>ZIP:</b>	136
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<b>Home E-mail:</b>	137	<b>Work E-mail:</b>	138
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<b>Home Phone:</b>	139	<b>Work Phone:</b>	140
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<b>Cell Phone:</b>	141	<b>Pager:</b>	142
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<b>Restoration Site Access:</b>	143	<b>Backup Site Access:</b>	144
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Choices: Yes or No

Choices: Yes or No

<b>Off-site Storage Access:</b>	145	<b>Command Center Access:</b>	146
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Choices: Yes or No

Choices: Yes or No

## 13 - Business Equipment and Supplies

List all equipment and supplies (to include but not limited to: transportation vehicles, fax, copiers, general furniture, special business forms, paper, etc.) that is needed to perform the processes.

Process Name:	147
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[illegible]

**\*Phase:**

**Response:** the reaction(s) to an incident or emergency in order to assess the level of containment and control required activities.

**Resumption:** the process of planning for an/or implementing the recovery of critical business operations immediately following an interruption or disaster.

**Recovery:** the process of planning for and /or implementing recovery of less time sensitive business operations and processes after critical business process functions have resumed.

**Restoration:** the process of planning for and/or implementing full-scale business operations that allow the organization to return to a normal service level.

## 14 - Information Technology Applications

Complete the form for each computer application, other than office productivity tools residing on PCs, necessary to restore the process.

<b>Process Name:</b>	153
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<b>Computer Application Name:</b>	154
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<b>Team Name:</b>	155
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<b>*Application Listed in ISIS:</b>	156
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Choice: Yes or No

<b>Server/ Hardware ID:</b>	157
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<b>System ID:</b>	158
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<b>Run Frequency:</b>	159
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<b>File Structure:</b>	160
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<b>Executable Location:</b>	161
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<b>Source Code Location:</b>	162
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<b>System Documentation:</b>	163	<b>Name:</b>	164
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Choice: Yes or No

<b>User Documentation:</b>	165	<b>Name:</b>	166
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Choice: Yes or No

<b>Operations Documentation:</b>	167	<b>Name:</b>	168
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Choice: Yes or No

<b>Restoration Documentation:</b>	169	<b>Name:</b>	170
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Choice: Yes or No

\*Inventory System for Information Service (ISIS) is the Government Information Technology Agency's data base in which all agencies are to maintain their IT inventory.

## 15 - Information Technology Server/Hardware

For each process, please complete the following information about each server or other piece of centralized hardware necessary to restore the necessary computer applications.

<b>Process Name:</b>	171
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<b>Computer Application Name:</b>	172
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<b>Server/ Hardware ID:</b>	173
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<b>*Listed In ISIS:</b>	174
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Choice: Yes or No

<b>Type:</b>	175	<b>Manufacturer :</b>	176
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<b>Model:</b>	177
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<b>Memory Size:</b>	178	<b>Hard Disk Size:</b>	179
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<b>Processor:</b>	180	<b>IP Address:</b>	181
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<b>Network Operating System:</b>	182
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<b>RTO:</b>	183
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\*Inventory System for Information Service (ISIS) is the Government Information Technology Agency's data base in which all agencies are to maintain their IT inventory.

## 16 - Telecommunications

For each process, please complete the following information about the telecommunications needs for each application that supports a business service/process. This is to include, but not limited—to number of telephone lines, call center integrated applications, data lines, and or special high speed dedicated lines with external customers.

<b>Process Name:</b>	<b>184</b>
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<b>Computer Application Name:</b>	<b>185</b>
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<b>Server/ Hardware ID:</b>	<b>186</b>
---------------------------------	------------

<b>*Listed In ISIS:</b>	<b>187</b>
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Choice: Yes or No

<b>Telecommunication Type:</b>	<b>188</b>
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*Describe in sufficient detail the type, quantity and if known or applicable who is at the distant end that this special high-speed dedicated line connects.*

<b>RTO:</b>	<b>189</b>
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\*Inventory System for Information Service (ISIS) is the Government Information Technology Agency's data base in which all agencies are to maintain their IT inventory.



## 17 - Alternate Sites

Complete this form for each alternative site that is in your business continuity plan including sites used for Command Centers, Backup Sites, Off-Storage Sites, Restoration Sites, etc.

<b>Site Type:</b>	<b>190</b>
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Choices: Command Center, Backup Site, Off-Site Storage, Restoration Site, etc.

<b>Description:</b>	<b>191</b>
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<b>Location Type:</b>	<b>192</b>	<b>Square Footage:</b>	<b>193</b>	<b>Contact Number:</b>	<b>194</b>
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Choices: Primary or Secondary

<b>Address:</b>	<b>195</b>
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<b>City:</b>	<b>196</b>	<b>State:</b>	<b>197</b>	<b>ZIP:</b>	<b>198</b>
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<b>Telephone:</b>	<b>199</b>	<b>Fax:</b>	<b>200</b>
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<b>Directions:</b>	<b>201</b>
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## Appendix B - TEMPLATE FIELD DEFINITIONS

### 1 - Agency Identification

(complete one sheet per agency)

- 1 Agency name
- 2 First name of individual who is ultimately responsible for the entire plan (hereafter referred to as "Contact")
- 3 Last name of Contact
- 4 Current job title of Contact
- 5 Contact's physical location address
- 6 City name
- 7 State
- 8 Zip code
- 9 Contact's work email address
- 10 Contact's work telephone and extension if needed
- 11 Contact's cell phone number if available
- 12 Contacts' pager number if available
- 13 Enter Agency's Mission Statement
- 14 Enter Agency's Goals & Objectives

### 2 - Summary Areas of Responsibility

(complete one sheet per agency)

- 15 Identify the name of the primary individual within the agency that has the authority to declare an agency disaster
- 16 Identify the name of the secondary individual within the agency that has the authority to declare an agency disaster
- 17 Name of the media spokes person
- 18 Team Leader Name (note: one name must be identified for each team within the agency)
- 19 Team Name (one for each business process)
- 20 Home telephone number for individual named in previous field
- 21 Work telephone number for individual named in previous field

### 3 - Summary of Business Processes

(complete as many sheets as needed per agency)

- 22 List each business process identified within the agency
- 23 Label each process one of the following types:  
**Critical:** are functions which have a direct and immediate affect on the general public in terms of the loss of life, personal injury, loss of property, and/or the ability of government to maintain direction and control. The loss of a critical function may either result in such losses or inhibit government's ability to preclude or minimize such losses. Most State agencies will not have "critical functions."  
**Essential:** are functions, which provide government services to the public which, are not deemed "critical functions."

**Administrative:** are functions which relate to the internal control, management and administration of a government agency supporting its ability to perform critical and essential functions, e.g., training, payroll, personnel services, facility maintenance, etc.

#### 4 - Business Process Information

(complete one sheet per business process per each applicable phase)

- 24 Business Process name
- 25 Identify which of the following phases this sheet references:  
**Response:** The reaction(s) to an incident or emergency in order to assess the level of containment and control required activities.  
**Resumption:** The process of planning for an/or implementing the recovery of critical business operations immediately following an interruption or disaster.  
**Recovery:** The process of planning for and /or implementing recovery of less time sensitive business operations and processes after critical business process functions have resumed.  
**Restoration:** The process of planning for and/or implementing full-scale business operations, which allow the organization to return to a normal service level.
- 26 Team Name
- 27 Identify the process rating as Critical, Essential or Administrative – see field #33 above for definitions
- 28 Identify the agency's priority level of this process
- 29 *This field for future use – will relate to the Arizona Statewide Emergency Plan*
- 30 Indicate the frequency of this process (e.g. daily, weekly, bi-weekly, semi-monthly, monthly, quarterly, semi-annual, annually, on demand, variable, etc.)
- 31 Indicate whether the data, documents, or other information necessary to run this process is currently backed up
- 32 Provide the maximum acceptable outage (MAO) or the acceptable time of delay including the unit of measure (e.g. number of minutes, hours, days, etc.) Example: 24 hours
- 33 Indicate the time needed to get the process operational again (RTO) including the unit of measure (e.g. number of minutes, hours, days, etc.) Example: 24 hours
- 34 Indicate whether or not this process has insurance coverage
- 35 If yes in field #34 indicate the dollar amount of insurance coverage
- 36 Identify the **minimum** number of employees needed to perform this process within this phase
- 37 Estimate the necessary amount of dollars needed for investment to get the process operational
- 38 Estimate the necessary amount of dollars needed to expend during a crisis to get the process operational

#### 5 - Business Information and Documents

(Complete one for each business information and document needed for the process)

- 39 Business process name
- 40 Information/Document name
- 41 Describe the information or document needed
- 42 Indicate the process(es) and/or support function of this information/document
- 43 Indicate the media type: paper file, computer report, data backup, manual, fiche, form, currency, stamps, etc.
- 44 Enter: Public, Sensitive, or Confidential also include applicable Arizona Revised Statute
- 45 Describe the original source

- 46 Identify an alternative source
- 47 Indicate whether or not the information/document is backed up
- 48 Indicate whether or not the information/document is archived
- 49 Identify and describe the backup location
- 50 Define when the information/document was last updated
- 51 Define when the information/document will be updated next

## **6 - Process Tasks**

**(complete for each process - list tasks in priority order - from each phase: Response to Resumption)**

- 52 Business process name
- 53 Brief description of task needing to be completed
- 54 Estimated time necessary to complete task
- 55 Person responsible to ensure that task is completed on time

## **7 - Process Call Tree**

**(complete one Call Tree for each process)**

- 56 Business process name
- 57 Indicate the first person that will initiate the call tree
- 58 Indicate the first person that the initiator will contact
- 59 Indicate who this person is to contact next
- 60 Indicate who this person is to contact next

## **8 - Internal Agency Dependencies**

**(complete for each process)**

- 61 Business process name
- 62 Identify each division/sub-organization that is dependent on this process
- 63 Identify briefly the dependency
- 64 Identify the first and last name of a contact
- 65 Identify contact's telephone number with area code

## **9 - External Dependencies**

**(complete for each process)**

- 66 Business process name
- 67 Identify each agency/organization that is dependent on this process
- 68 Identify briefly the dependency
- 69 Identify the first and last name of a contact
- 70 Identify contact's telephone number with area code

## **10 - External Contacts**

**(Complete one for each external contact needed for the process, if applicable)**

- 71 Business process name
- 72 Vendor/company/external contact name
- 73 Number and street address

- 74 City
- 75 State
- 76 Zip code
- 77 Telephone number and extension
- 78 Fax number
- 79 Primary contact's first name
- 80 Primary contact's last name
- 81 Title of primary contact
- 82 Home address of primary contact if applicable
- 83 City
- 84 State
- 85 Zip code
- 86 Home E-mail, if applicable
- 87 Work E-mail
- 88 Home telephone number, if applicable
- 89 Work telephone number if different than in #77above
- 90 Cell phone number
- 91 Pager number
- 92 If a vendor, indicate the purchase order number
- 93 Define the product or service
- 94 Identify the emergency lead time necessary the vendor or partner needs before they are able to provide the good or service
- 95 Identify the normal lead time necessary the vendor or partner needs before they are able to provide the good or service
- 96 Provide a description of any agreements made in the event of a disaster (e.g., enhanced services during a disaster, etc.)
- 97 Identify if there is an alternate vendor available and the telephone number
- 98 Describe any information necessary related to this external contact

## 11 - Customer Contact

**(Complete one for each customer contact needed for each process, if applicable)**

- 99 Business process name
- 100 Customer contact name
- 101 Number and street address
- 102 City
- 103 State
- 104 Zip code
- 105 Telephone number and extension
- 106 Fax number
- 107 Primary contact's first name
- 108 Primary contact's last name
- 109 Title of primary contact
- 110 Home address of primary contact if applicable
- 111 City
- 112 State
- 113 Zip code
- 114 Home E-mail, if applicable
- 115 Work E-mail
- 116 Home telephone number, if applicable
- 117 Work telephone number if different than in #105 above

- 118 Cell phone number
- 119 Pager number
- 120 Indicate the SLA/IGA agreement number, if applicable
- 121 Define the product or service
- 122 Identify the emergency lead time necessary your agency needs before you are able to provide the good or service
- 123 Identify the normal lead time necessary your agency needs before you are able to provide the good or service
- 124 Provide a description of any agreements made in case of a disaster (e.g., RTO times, etc.)
- 125 Describe any information necessary related to this customer

## 12 - Team Personnel

**(complete one sheet for each team member – some teams may be responsible for more than one business process, but each process must be assigned to team)**

- 126 Business process(es) name
- 127 Team name
- 128 Identify the team member position: **Leader, Alternative Leader or Member**
- 129 Employee's identification number
- 130 Team member's first name
- 131 Team member's last name
- 132 Team member's title
- 133 Team member's home address
- 134 Team member's city
- 135 Team member's state
- 136 Team member's zip code
- 137 Team member's home E-mail address
- 138 Team member's work E-mail address
- 139 Team member's home phone number with area code
- 140 Team member's work number with area code
- 141 Team member's cell phone number with area code
- 142 Team member's pager number with area code
- 143 Indicate whether this team member has access to a restoration-site facility
- 144 Indicate whether this team member has access to a backup-site facility
- 145 Indicate whether this team member has access to an off-site storage facility
- 146 Indicate whether this team member has access to the designated Command Center

## 13 - Business Equipment and Supplies

**(complete for each process)**

- 147 Business process name
- 148 List the quantity of the item needed (e.g. PC, telephone, fax machine, desks, etc.)
- 149 List the specific manufacturer if applicable
- 150 Describe any special features and explain why required
- 151 Estimate the cost for equipment and supplies
- 152 Define which phase items are required for

## 14 – Information Technology Applications

**(complete one for each application needed for the process)**

- 153 Business process name
- 154 Name of computer application
- 155 Team name assigned to process
- 156 Indicate whether this application has been entered into the Government Information Technology Agency's Information Services Inventory System (ISIS) in which all agencies are to maintain their IT inventory
- 157 Indicate the hardware's identification (can use a network name, serial or tag number, etc.) This will server as cross reference to the "Server/Hardware" form
- 158 Indicate the application's System ID name or number. This will server as cross reference to the "Server/Hardware" form
- 159 Provide the length of time the application is required to run (Examples include: on-demand, daily, weekly, etc.
- 160 Indicate the application's file directory's structure on the server
- 161 Indicate the location of the program's executable file
- 162 Provide the location of the application's source code
- 163 Indicate whether this application has system documentation
- 164 Indicate the system documentation name (to cross reference with the "Business Information and Documents" form
- 165 Indicate whether this application has documentation that helps people use the computer program
- 166 Indicate the user documentation name (to cross reference with the "Business Information and Documents" form
- 167 Indicate whether this application has documentation that explains what is necessary from a computer operations perspective
- 168 Indicate the operations documentation name (to cross reference with the "Business Information and Documents" form
- 169 Indicate whether this application has documentation that explains what is necessary to restore the application
- 170 Indicate the restoration documentation name (to cross reference with the "Business Information and Documents" form

## **15 – Information Technology Server/Hardware**

**(complete one for each server/hardware needed for the process)**

- 171 Business process name
- 172 Name of computer application
- 173 Indicate the hardware's identification (can use a network name, serial or tag number, etc.) This will server as cross reference to the "Server/Hardware" form
- 174 Indicate whether this application has been entered into the Government Information Technology Agency's Information Services Inventory System (ISIS) in which all agencies are to maintain their IT inventory
- 175 Provide a description of the type of Server or Hardware (e.g., Server, Mainframe, Minicomputer, etc.)
- 176 Indicate the Manufacturer that produced the Server or Hardware
- 177 Indicate the Manufacturer model name or number of the Server or Hardware
- 178 Indicate the size of the memory inside the Server or Hardware and include the unit of measure (e.g., 256 MB)
- 179 Indicate the size of the hard drive total space (including added external drives) used by the server and include the unit of measure (e.g., 60 GB)
- 180 Provide a description of the processor type (e.g., RISC, Pentium II, Pentium III, etc.)
- 181 Indicate the server's assigned IP address, if any
- 182 Indicate the operating system platform that runs on the Server or Hardware (UNIX, Windows NT, etc.)

- 183 Indicate the amount of time it will take to get the hardware returned to operation (RTO) including unit of measure (e.g. number of minutes, hours, days, etc.) Example: 24 hours

## 16 – Telecommunications

(complete one for each server/hardware needed for the process)

- 184 Business process name  
185 Name of computer application  
186 Indicate the hardware's identification (can use a network name, serial or tag number, etc.) This will server as cross reference to the "Server/Hardware" form  
187 Indicate whether this application has been entered into the Government Information Technology Agency's Information Services Inventory System (ISIS) in which all agencies are to maintain their IT inventory  
188 Provide a description of the type of service (e.g., Call Center, PBX, TDD Server, and type of line (voice, data, or video), special high-speed dedicated line, etc.)  
189 Indicate the amount of time it will take to get the hardware returned to operation (RTO) including unit of measure (e.g. number of minutes, hours, days, etc.) Example: 24 hours

## 17 - Alternate Sites

(complete one sheet for each alternate site)

- 190 Identify type of alternate site (complete one sheet for each of the following applicable types):  
**Command Center:**  
**Backup Site:**  
**Off-site Storage:**  
**Restoration Site:**  
**Other:**  
191 Provide a detailed description of the site and what business processes will be available at this location  
192 Identify whether this location is the primary or secondary location  
193 Provide the total square footage of the site  
194 Provide a site phone number for executive contact (e.g., number used by Governor to contact agency director, etc.)  
195 Provide the address of the location  
196 City name  
197 State  
198 Zip code  
199 Main telephone number at alternate site  
200 Fax number at alternate site  
201 Provide directions, cross streets, etc.



## **Appendix C - GLOSSARY**

<b><i>Administrative Functions</i></b>	Functions which relate to the internal control, management and administration of a government agency supporting its ability to perform operational functions, e.g., training, payroll, personnel services, facility maintenance, etc.
<b><i>Agency</i></b>	Any state agency, board, commission or political subdivision.
<b><i>Agency Sensitivity to Disruption</i></b>	The point at which the agency requires that its operations be returned to serve their customers.
<b><i>Alternate Site</i></b>	A location, other than the normal facility, which can be used to conduct core processes.
<b><i>Business Continuity</i></b>	The ability to continue essential business processes at an acceptable level despite a support function outage.
<b><i>Business Continuity Planning</i></b>	Providing for the timely availability of all of the resources necessary to operate critical business processes at a level acceptable to the public.
<b><i>Business Function/Area/Unit</i></b>	A definitive function within the business process; may equate to departmental structure. Does not imply complete independence from other functions within a process.
<b><i>Business Impact Analysis</i></b>	To determine the operational (qualitative) and financial (quantitative) impact of an inoperable or inaccessible service area on an agency's ability to conduct its critical business processes; provides the basis for formulating the agency's business recovery strategies and a business continuity program.
<b><i>Business Process</i></b>	Sets of recurring activities - a flow of information and materials that produce something of value for a customer or the public.
<b><i>Contingency Plan</i></b>	A written plan used to respond to the disruption of agency operations. This plan may focus on response to specific disruption scenarios.

<b><i>Controls</i></b>	Measures designed to reduce or mitigate the risk of exposures to threats.
<b><i>Core Processes</i></b>	Business processes on which the viability of an agency rests; without these processes, an agency could not do business.
<b><i>Critical Functions</i></b>	Functions which have a direct and immediate affect on the general public in terms of the loss of life, personal injury, loss of property, and/or the ability of government to maintain direction and control. The loss of a critical function may either result in such losses or inhibit government's ability to preclude or minimize such losses. Most State agencies will not have "critical functions."
<b><i>Declaration Fee</i></b>	A one-time charge, which is paid to the provider of an alternative site facility or service at the time a disaster, is officially declared.
<b><i>Director</i></b>	The chief executive officer for a State agency boards or commission.
<b><i>Disaster</i></b>	An event which leads to disruption of critical business processes; implies unrecoverability, irreparable damage, or a disruption which lasts for an unacceptable period.
<b><i>Disruption</i></b>	An unplanned interruption of critical business processes.
<b><i>Emergency Operations Center (EOC)</i></b>	The facility used in case of a disruption to coordinate agency response and recovery activity.
<b><i>Emergency Response Procedures</i></b>	The procedures used by an agency to immediately respond to an emergency disruption.
<b><i>Essential Functions</i></b>	Functions that provide government services to the public which are not deemed "critical functions."
<b><i>Emergency Response Team (ERT)</i></b>	A group of personnel with the responsibility to immediately respond to an emergency.
<b><i>Estimated Recovery Time (ERT)</i></b>	The amount of time from the point of the disruption to the recovery of essential resources/services.
<b><i>Executive Sponsor</i></b>	The designated individual who provides guidance to the agency/division business continuity program development and adjudicates all issues emanating from

	the Executive Steering Committee. This individual is typically the Director, Deputy Director, or Division AD.
<b><i>Executive Steering Committee</i></b>	The agency's upper management personnel who provide oversight and direction to the Business Continuity Task Team for the development of the agency's Business Continuity Program.
<b><i>Facilities Team</i></b>	The agency personnel responsible for maintenance of the facilities. In the recovery efforts, this team may be expanded to include personnel with a detailed knowledge of work area recovery issues that should be incorporated into relocation considerations.
<b><i>Financial Impact</i></b>	The quantifiable dollar value of lost revenue or additional expenses incurred as a result of a disruption.
<b><i>Hot/Warm site</i></b>	Information systems recovery facilities that are either fully or partially equipped prior to a disruption. These sites can be housed internally at agency facilities, at vendor provided facilities, or in mobile trailers.
<b><i>Impact Tolerance</i></b>	Another way of describing the MAO and RTO. This assessment discusses interruption in terms of how long an agency can tolerate an interruption in critical business processes due to an unplanned interruption.
<b><i>Informal Contingencies</i></b>	Informal but potentially viable fallback procedures existing within business areas/units to address operational mishaps and localized equipment malfunctions.
<b><i>Inventories</i></b>	A list of all resources and components of those resources necessary both at a degraded level and to recover the agency, board or commission 100%. (e.g. furniture, equipment, computer hardware and software.)
<b><i>Liability</i></b>	A likely negative effect resulting from the loss of utility, access and/or facility.
<b><i>Maximum Acceptable Outage (MAO)</i></b>	The maximum period that a given resource of function can be unavailable before an agency will sustain unacceptable consequences (financial losses, client/public services, etc.).
<b><i>Maximum Probable Loss (MPL)</i></b>	Calculation of estimated financial loss, which may be incurred by an agency in case of an outage. MPL takes into consideration revenue/cost, losses incurred

	associated with property and equipment, the application of business interruption and property insurance, costs incurred by the private sector and mitigating expenses.
<b><i>Mitigating Expenses</i></b>	Cost of contingency plans or arrangements in place that would potentially offset the extent of losses or exposure over a period.
<b><i>Notification List</i></b>	A list of personnel, staff members, media, private sector groups and organizations, vendors, insurance and other key persons to inform in the event of a disruption. It is often designed so that the most critical individuals are contacted first, to assist with recovery efforts.
<b><i>Operational Impact</i></b>	The qualitative effect on an agency, board, or commission's ability to conduct business because of a disruption.
<b><i>Outage Timeframes</i></b>	The duration of time, over which a disruption occurs, affecting both the impacts of the disruption and the alternatives used for recovery.
<b><i>Plan Administrator</i></b>	Individual or group within the agency board or commission with specific responsibility for the maintenance and testing of the Business Continuity Program. The "owner" of the plan.
<b><i>Plan/Program Exercise</i></b>	An integral part of a Business Continuity Program is development of exercises to familiarize personnel with recovery procedures and identify opportunities to improve the plan.
<b><i>Public &amp; Media Relations Team</i></b>	The agency, board or commission's personnel or representatives responsible for responding to the press and managing the public's expectations in case of a disruption.
<b><i>Recovery Phase</i></b>	The process of planning for and/or implementing recovery of less time sensitive business operations and processes after critical business process functions has resumed.
<b><i>Recovery Alternatives</i></b>	The options from which an agency, board or commission may select to respond to a disruption. Alternatives may include alternate facilities, outsourcing to vendors, elimination of core processes, manual procedures, etc.

<b><i>Recovery Point Objective (RPO)</i></b>	The point in time to which data must be restored in order to resume processing transactions.
<b><i>Recovery Strategy</i></b>	The set of selected recovery alternatives, which define the manner in which an agency, board or commission intends to respond to and recover from a disruption.
<b><i>Recovery Time Objective (RTO)</i></b>	The target time frame for restoration of critical business processes and service areas.
<b><i>Resource Requirements</i></b>	Major resource(s) supporting agency business processes; equipment, information systems, data communications, voice communications, office facilities, staff, etc.
<b><i>Response Phase</i></b>	The reaction(s) to an incident or emergency in order to assess the level of containment and control required activities.
<b><i>Restoration Phase</i></b>	The process of planning for and/or implementing full-scale business operations which allow the organization to return to a normal service level.
<b><i>Resumption Phase</i></b>	The process of planning for and/or implementing the recovery of critical business operations immediately following an interruption or disaster.
<b><i>Revenue Impact</i></b>	The direct impact an outage may have upon the primary revenue streams of an agency.
<b><i>Risk</i></b>	The potential for exposure to loss. Risks, either man-made or natural, are constant throughout our daily lives. The potential is usually measured by its probability in years.
<b><i>Scenario</i></b>	Hypothetical situation, which may occur as a result of an outage caused by, or associated with, potential threats and/or vulnerabilities identified.
<b><i>Script</i></b>	A prepared list of responses to answer questions and telephone calls in case of a disruption. These can be generic or specific to the type of disruption.
<b><i>Service Expectations</i></b>	The service level required to meet the expectations of the public, e.g. quality, timely deliveries, customer service etc.
<b><i>Single Point of Failure</i></b>	A critical function, support service, or other key resource which cannot be effectively redirected or recovered

elsewhere in an agency, board or commission.

***Statement of Assumptions***

Management has agreed upon impact scenario from which the scope of the planning process is performed. Assumptions may include the type of disaster, the areas affected, the time of day or year, and so on. The assumption reflects management's risk tolerance for scoping the planning effort and selection of alternatives.

***Structured Walk-Through Exercise***

A simulation method used to exercise or “test” a completed disaster recovery plan. Team members meet to verbally walk through each step of the plan to confirm the effectiveness of the plan and identify gaps, bottlenecks, or other opportunities for improvement.

***Threat***

External in nature; agency, board or commission would have minimal if any control in preventing occurrence; however, protective measures may be implemented to minimize impact of an occurrence.

***Triggers***

Change management processes and procedures, which cause updates and changes to be made to the Business Continuity Program.

***Vulnerability***

Weakness in the design or application of control within a process, function, or facility which may promote or contribute to a disruption.